FM 6-22 *Army Leadership*

"Competency-Based Leaders"

Course 6-22-4

Competent, Confident, and Agile

Proponency: Center for Army Leadership

Course Outline

1. The Pentathlete Leader
2. Competency-based Leadership
3. Using Competencies to Lead

LEAD

4. Extending Influence Beyond Chain of Command
5. Adaptability

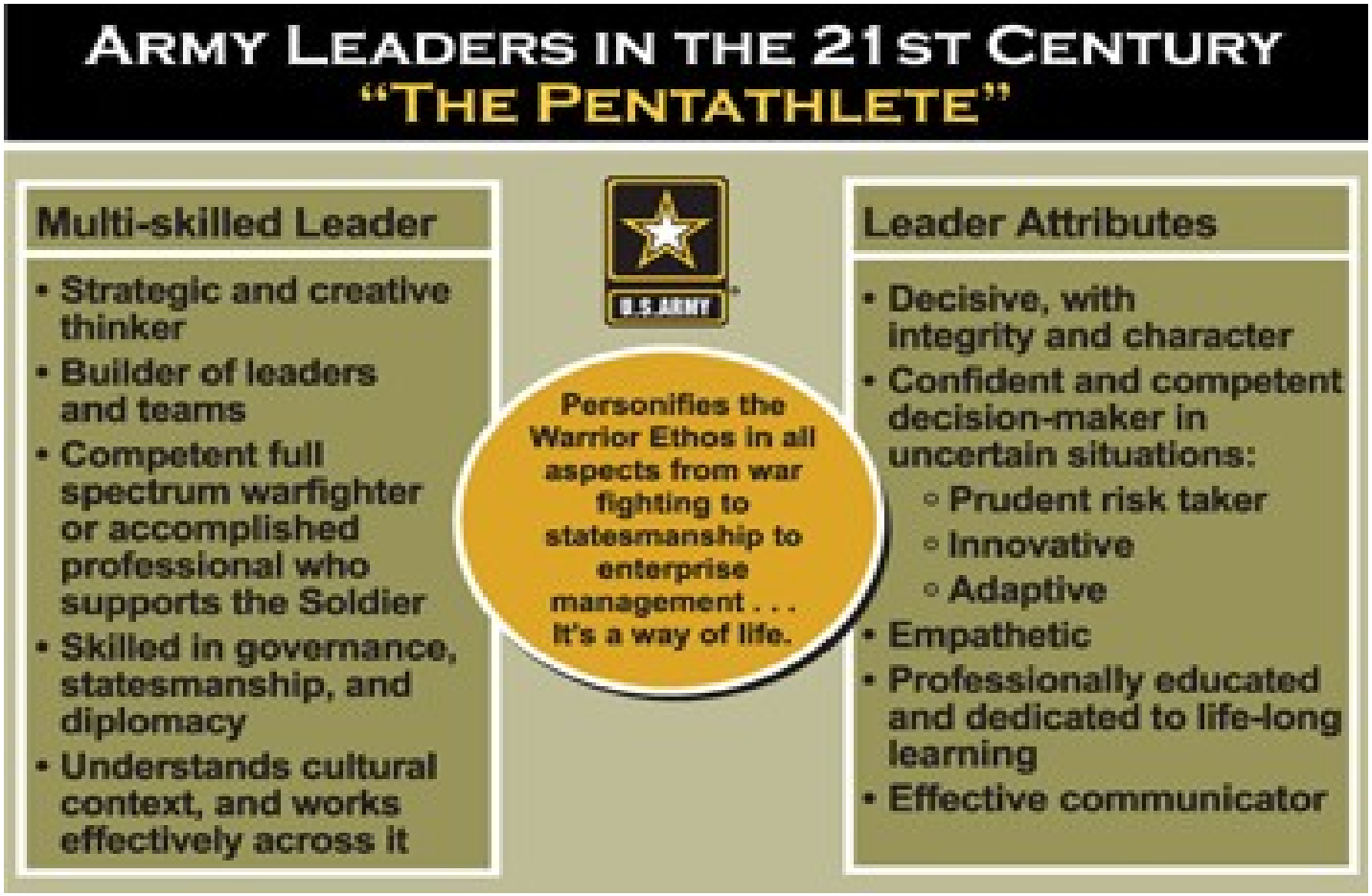
DEVELOP

6. Leader Development
7. Counseling (Subordinate Development)
8. Assessing Climate

9. SGT York vignette

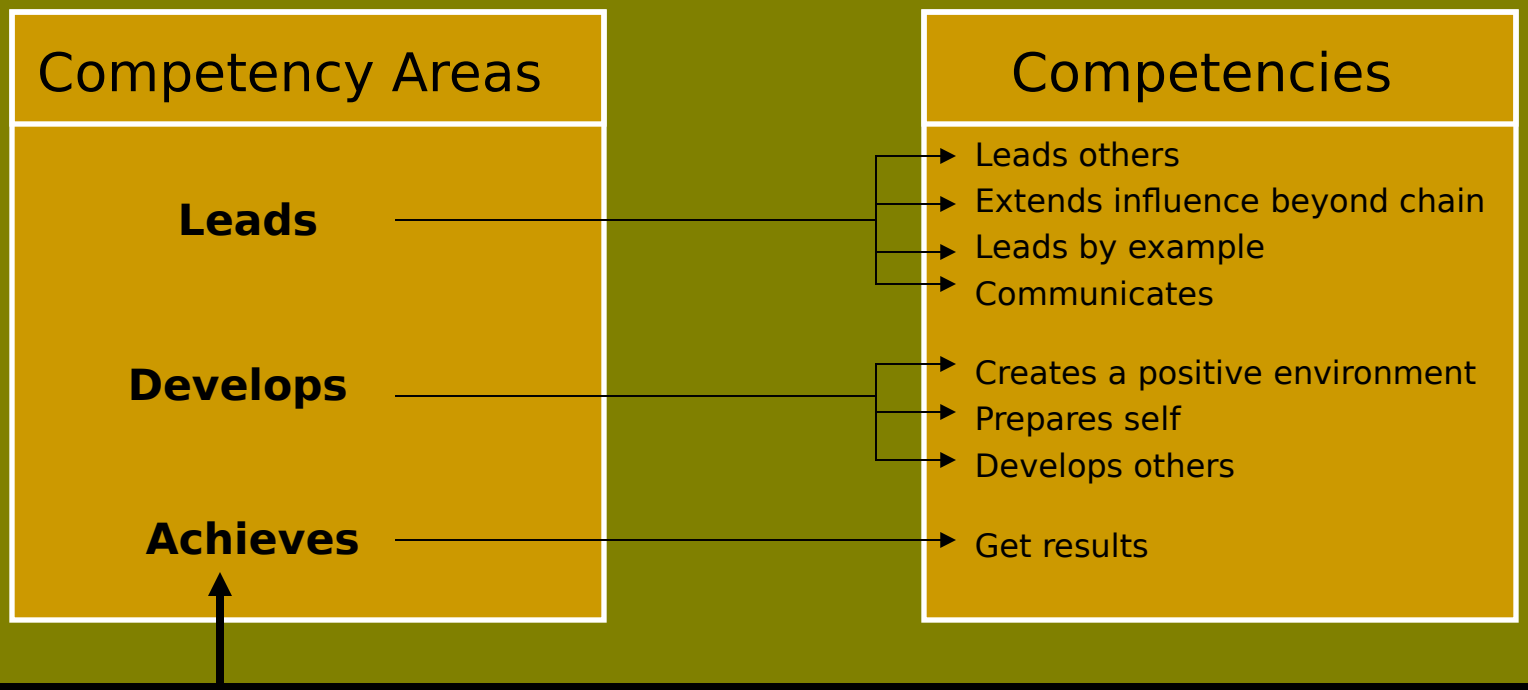
"In short, Army leaders in this century need to be Pentathletes, multi-skilled leaders who can thrive in uncertain and complex operating environments...innovative and adaptive leaders who are expert in the art and science of the profession of arms.“

Dr. Francis J. Harvey
Secretary of the Army
23 June 2005 Speech to CGSOC


ARMY LEADERS IN THE 21ST CENTURY
"THE PENTATHLETE"
Multi-skilled Leader
• Strategic and creative thinker
• Builder of leaders and teams
• Competent full spectrum warfighter or accomplished professional who supports the Soldier
• Skilled in governance, statesmanship, and diplomacy
• Understands cultural context, and works effectively across it
Personifies the Warrior Ethos in all aspects from war fighting to statesmanship to enterprise management . . . It's a way of life.
Leader Attributes
• Decisive, with integrity and character
• Confident and competent decision-maker in uncertain situations:
◦ Prudent risk taker
◦ Innovative
◦ Adaptive
• Empathetic
• Professionally educated and dedicated to life-long learning
• Effective communicator

Competency Based Leadership

LEADERS IN THE 21ST CENTURY



Leadership is influencing people – by providing purpose, direction, and motivation – While operating to accomplish the mission and improving the organization (FM 6-22)

Full Range of Core Leader Competenci

Near-term *Far-term*

Lead	**Achieve**	**Develop**
Focus on <u>people</u> – • Purpose, • Motivation, • Influence, • Balance mission with welfare	Focus on <u>task</u> – • Assigns, • Manages, • Executes, • Adjusts	Focus on <u>organization</u> - • Develop, • Improve
Who – • Lead others in chain • Extend influence outside chain	What/Why – • Get results	What – • Environment • Self • Others
How – • Example set • Communication		

Competency Based Leadership

Lead	Leads Others	Extends Influence Beyond Chain of Command	Leads by Example	Communicates
	Provide purpose, Motivation, Inspiration. Enforce standards, Balance mission And welfare or Soldiers.	Build trust outside lines of authority. Understand Sphere means and limits of influence. Negotiate, Build consensus, resolve conflict.	Display character, Lead with confidence in adverse conditions. Demonstrate competence.	Listen actively. State goals for action. Ensure shared understanding.
Develop	Creates a Positive Environment	Prepares Self	Develops Leaders	
	Set the conditions for positive climate. Build Teamwork and cohesion. Encourage initiative. Demonstrate care for people.	Be prepared for expected and unexpected challenges. Expand knowledge. Self awareness.	Assess developmental needs. Develop on the job. Supports professional and personal growth. Help people learn. Counsel, coach and mentor. Build team skills and processes.	
Achieve	Gets Results			
	Provide direction, guidance, and priorities Develop and execute plans. Accomplish tasks consistently.			

Using Competencies to Lead

- You are Reserve battalion commander
- Weekend training event
- Range qualification
- Range located 150 miles from Reserve Center
- Range on National Guard facility

Go to form

Using Competencies to Lead

Category	Components	Action by Leader
LEAD	**Communicates**	•Issues a warning
	State Goals for Action	•Convey to staff desired outcomes, timelines, and goals
	Ensure Shared Understanding	•Have your staff brief back to Operations Order once it is completed
DEVELOP	**Build teamwork and cohesion**	•Empower NCO's to run the range •Plan for unit physical training (obstacle course or unit run) as part of weekend training
	Demonstrate care for people	•Ensure medical treatment is standing by for range operations •Allow soldiers who live closer to the range than the Reserve center to join the unit at the range location.
	Be prepared for expected and unexpected challenges	•Prepare inclement weather training plan. •Assign rapid response team in the event of accident on the range.
ACHIEVE	**Develop and execute plans**	•Allow staff to develop their portions of plan under the direction of the S3
	Accomplish tasks consistently	•Follow range operations policies. •Ensure all unit members are afforded the opportunity to qualify. •Follow unit SOP for convoy operations to and from the training site.

Extending Influence Beyond the Chain

- Negotiation
- Diplomacy
- Mediation/Arbitration
- Partnering
- Conflict resolution
- Consensus building
- Coordination

Influence Techniques

- Pressure
- Legitimate Requests
- Exchange
- Personal Appeals
- Collaboration
- Rational Persuasion
- Apprising
- Inspiration
- Participation
- Relationship Building

Adaptability

- Learn to adapt by adapting
- Lead across cultures
- Seek challenges

Leader Development

A deliberate, continuous, sequential, and progressive process grounded in Army values (FM 7-0)

- Lifelong learning
- Three domains:
  - Institutional
  - Operational
  - Self-development
- Requires organizational support

Counseling

- Provides feedback to subordinate leaders
- 3 types of counseling
  - ✓event counseling
  - ✓performance counseling
  - ✓professional growth counseling
- Counselor should be an active listener, respectful, self-aware and culturally aware, and possess empathy and credibility

Assessing Climate

- Army leaders shape the climate of their organizations
- Tools for assessing
  - ✓Ethical Climate Assessment Survey (ECAS)
  - ✓Command climate survey
- Questions such as…
  - ✓Do leaders know what they are doing?
  - ✓Do leaders have the courage to admit when they are wrong?
  - ✓Do leaders act on the feedback they have been given?
  - ✓Is leader behavior consistent with Army values?

SGT York

"Sir, I am doing wrong. Practicing to kill people is against my religion."

York, speaking of target practice at human silhouettes.

Link to Medal of Honor website

Link to Vignette

- Drafted in 1917 – World War I
- Excellent marksman
- Labeled as conscientious objector
- CPT Danforth & MAJ Buxton's roles
- Reconciled to duty
- Won the Medal of Honor for valor

SGT York

- Which core leader competencies did his leaders display when they counseled with SGT York during his dilemma?
- How did his leaders help him develop?
- How did the ethical climate his leaders set affect the outcome of the situation?

Questions and feedback on this course should be directed to the:

Center for Army Leadership
LRADD (FM 6-22)
Ft. Leavenworth, KS

(913) 758-3160

PVT York, a devout Christian, told his commander, CPT E. C. B. Danforth, that he would bear arms against the
enemy—but did not believe in killing. Recognizing PVT York as a good Soldier and potential leader but unable to
sway him from his convictions, CPT Danforth consulted his battalion commander, MAJ George E. Buxton, on how to
handle the situation.

MAJ Buxton, a religious man with excellent knowledge of the Bible, had CPT Danforth bring PVT York to him. The
major and PVT York talked at length about the Scriptures, God's teachings, about right and wrong, and just wars.
Then MAJ Buxton sent PVT York home on leave to ponder and pray over the dilemma. The battalion commander
had promised to release York from the Army if he decided that he could not serve his country without sacrificing his
integrity.

After two weeks of reflection and soul-searching, PVT York returned to his unit. He had reconciled his personal
values with those of the Army. PVT York's decision would have great consequences for both himself and his unit.
In the morning hours of 8 October 1918 in France's Argonne Forest, now Corporal (CPL) York, after having won his
stripes during combat in the Lorraine, would demonstrate the character and heroism that would become part of
American military history.

CPL York's battalion was moving across a valley to seize a German-held rail point when a German infantry battalion,
hidden on a wooded ridge overlooking the valley, opened with machine gun fire. The Americans sought cover and the
attack stalled.

CPL York's platoon, already reduced to 16 men, was sent to flank the enemy machine guns. As they advanced
through the woods to the rear of the German outfit, it surprised a group of some 25 Germans. The shocked enemy
troops offered only token resistance as several hidden machine guns swept the clearing with fire. The Germans

began firing into the nearest enemy position, aware that the Germans would have to expose themselves to aim at him. An
expert marksman, CPL York was able to hit every enemy who lifted his head over the parapet.

After CPL York shot more than a dozen, six Germans decided to charge with fixed bayonets. As the Germans ran toward
him, CPL York, drawing on the instincts of a Tennessee hunter, shot the last man in the German group first, so the others
would not know that they were under fire. York then shot all the assaulting Germans, moving his fire up to the front of the
column. Finally, he again turned his attention to the machine gun pits. In between shots, he called at the Germans to
surrender.

Although it seemed ludicrous for a lone Soldier to call on a well-entrenched enemy to surrender, the opposing German
battalion commander, who had seen over 20 of his Soldiers killed, advanced and offered to surrender to CPL York if he
ceased firing.

CPL York faced a daunting task. His platoon, with merely seven unwounded Soldiers, was isolated behind enemy lines with
several dozen prisoners. When one American reminded York that the platoon’s predicament was hopeless, he told him to be
quiet.

CPL York soon moved the prisoners and his platoon toward American lines, encountering other German positions also
forcing their surrender. By the time the platoon reached the edge of the valley they left just a few hours before, the hill was
clear of all German machine guns. The suppressive fires on the Americans substantially reduced, the advance could
Continue.

CPL York returned to American lines with 132 prisoners with 35 German machine guns out of action. After delivering the
prisoners, he returned to his unit. U.S. Intelligence officers later questioned the prisoners and learned one determined
American Soldier, armed with only a rifle and pistol, For his heroic actions, CPL York was promoted to Sergeant and awarded

Worksheet for Competency Exercise

Category	Components	Action by Leader
LEAD		
DEVELOP		
ACHIEVE		

Return to slide